

HEADQUARTERS
EIGHTH UNITED STATES ARMY
UNIT #15236
APO AP 96205-0009

EUSA Pamphlet
No. 11-1

8 December 1997

Army Programs

MANAGEMENT CONTROL

CHANGES. Changes to this pamphlet are not official unless they are authenticated by the Adjutant General. Users will destroy changes on their expiration dates unless sooner superseded or rescinded.

INTERNAL CONTROL SYSTEMS. This pamphlet is subject to the requirements of AR 11-2. It contains management control provisions and provides the certification statement to be used with management control evaluations.

1. PURPOSE.

a. This pamphlet prescribes responsibilities, policies and procedures for the Eighth United States Army (EUSA) Management Control (MC) Process in accordance with (IAW) AR 11-2. The Management Control Plan (MCP) at appendix A identifies EUSA's functions and subtasks requiring MC evaluations and establishes a 2-year schedule for these evaluations.

b. Under the MCP, the Assistant Chief of Staff (ACofS), Resource Management (RM) schedules EUSA-wide evaluations of key MC at least once every two years. These mandatory evaluations will satisfy the basic requirements of the Office of Management and Budget. Assessable Unit Managers (AUMs) may decide how to evaluate the key controls, using either the standard checklists or existing management review processes. Evaluations must test key controls and document the results and any corrective action taken.

2. APPLICABILITY. This pamphlet applies to all units, organizations and activities assigned to EUSA and USFK. It remains in effect during all levels of mobilization. Joint activities for which the Army is executive agent are supported by this pamphlet.

3. REFERENCES. The following are required publications:

- a. AR 11-2 (Management Control). Cited in paragraphs 1a, 5b, 5c(3), 5e(6), and 5f(5).
- b. AR 25-400-2 (The Modern Army Recordkeeping System). Cited in paragraph 5e(4).

***This pamphlet supersedes EUSA Circular 11-97-1, 6 March 1997.
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c. AR 215-3 (Nonappropriated Funds and Related Activities Personnel Policies and Procedures). Cited in the glossary.

4. EXPLANATION OF ABBREVIATIONS AND TERMS. Abbreviations and terms used in this pamphlet are explained in the glossary.

5. RESPONSIBILITIES.

a. The Commanding General, EUSA, will--

(1) Designate the ACoFS, RM, as the proponent office to ensure that the MC process is effectively implemented within EUSA and USFK.

(2) Designate the assessable units within the organization.

(3) Sign and submit an annual statement of assurance that accurately describes the status of MCs within EUSA, to include any material weaknesses and plans for corrective action, and submit this statement to Office of the Assistant Secretary of the Army (Financial Management and Comptroller) (RCS DD-COMP(AR)-1618).

b. The ACoFS, RM, acting through a designated MC Administrator (MCA), provides overall direction for administering the MCP IAW AR 11-2 and will--

(1) Publish and maintain the MCP.

(2) Serve as the focal point for all management control matters.

(3) Oversee the preparation of the annual statement of assurance that accurately describes the status of MCs, and discloses any material weaknesses along with plans for corrections. Instructions for the preparation of the annual statement will be issued in May.

(4) Identify MC training requirements and provide annual training to EUSA Management Control Coordinators (MCCs).

(5) Track material weaknesses until corrected and closed.

(a) The Department of Defense now requires that the last milestone of this plan be a validation that the corrective actions have in fact resolved the weakness. Material weaknesses may not be closed until this validation milestone has been accomplished.

(b) Validation process should include date of the Command Inspection Program review, management follow-up of findings, or command evaluations.

(6) Monitor material weaknesses on a quarterly basis.

c. The AUMs for EUSA staff, Major Subordinate Command (MSCs), assigned units and separate battalions will--

(1) Provide leadership and support needed to ensure that MCs are in place and operating effectively.

(2) Designate, in writing, a MCC and provide a copy of the designation to the EUSA MCA not later than (NLT) 30 days after appointment. The MCCs are recommended not to be lower than the grade of captain or GS-9.

(3) Ensure that MC responsibilities are explicitly stated in performance agreements of AUM, commanders, MCCs, managers and other individuals with MC responsibilities. The AR 11-2, paragraph 2-10c, provides examples. Additional duty appointments reflecting MC responsibilities may be used in cases where personnel serving in joint duty assignments do not use performance agreements. Commanders and staff principals should consider including responsibilities in performance agreements of lieutenant colonels and above, and all functional managers who conduct MC evaluations within their organizations.

(4) Ensure the MCC and all managers with MC responsibilities are trained annually and understand their MC responsibilities.

(5) Ensure a MCP is maintained to describe what and how key MCs in the assessable unit will be evaluated. Submit a copy of your MCP to the ACoFS, RM, NLT 30 days after distribution of pamphlet.

(6) Certify the results of required MC evaluations on DA Form 11-2-R (Management Control Evaluation Certification Statement) (app B), which will be locally reproduced on 8 ½ -by 11-inch paper. Submit a copy to ACoFS, RM with feeder statement.

d. The senior responsible official will sign and submit a feeder statement of assurance that accurately describes the status of MCs within your organization, to include material weaknesses and plans for corrective action, and submit this statement to the ACoFS, RM.

e. The Functional Area Manager will--

(1) Conduct evaluation of key MCs.

(2) Identify and report MC weaknesses detected during evaluation reviews and evaluations. Prepare a milestone plan for correcting the weaknesses.

(3) Prepare a DA Form 11-2-R for each evaluation completed and forward the statement and the evaluation to the unit MCC.

(4) Retain required documentation on each completed MC evaluation, subject to audit or inspection. Filing will be IAW AR 25-400-2.

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(5) Ensure the MC evaluations are conducted, to include key functions performed by contractors, according to this pamphlet. If a contractor is expected to conduct MC evaluations, these must be included as a contract requirement.

(6) Understand and apply the Comptroller General Standards for Internal Control in the Federal Government. The AR 11-2, appendix B describes these standards.

f. The MCCs will--

(1) Advise the AUM on the implementation and status of the organization's MC process.

(2) Serve as the MC point of contact within their organization.

(3) Keep commanders and managers informed on MC matters.

(4) Identify the organization's training requirements and provide annual training to AUMs and functional managers.

(5) Develop/maintain an MCP for the organization, and provide guidance to AUMs, on the preparation of the assessable unit MCPs IAW this pamphlet and AR 11-2. To delete an evaluation, approval from EUSA is required. Organizations should notify EUSA when adding evaluations to their MCP. The basic processes for developing your MCP are--

(a) Review the inventory of functions (app A) that require evaluation and identify those that are applicable to your organization.

(b) Identify other functions that your organization wants to evaluate.

(6) Ensure that required MC evaluations are conducted according to this pamphlet. Evaluations can be completed during that fiscal year (FY) but before the submission of feeder statement.

(7) Coordinate the preparation of the organization's annual statement on MCs annually. Retain all required documentation in support of the feeder statements and the correction of material weaknesses.

(8) Ensure that material weaknesses for which the organization is responsible are tracked until corrected/closed.

(9) Report, through the chain of command, any material weaknesses in MCs, establish and implement timely plans to correct those material weaknesses, and track progress in executing those plans until the material weakness is corrected. Format for reporting material weaknesses is at appendix C.

(10) Maintain a MC Process Continuity Book.

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(11) Review documentation at each level to ensure required action have been accomplished.

(12) Submit a copy of your MC Evaluation Certification Statement (DA Form 11-2-R) to the ACoS, RM, with feeder statement.

g. The Inspector General and Internal Review offices will--

(1) Provide technical advice, assistance and consultation on MCs and the adequacy of MC evaluations and actions taken to correct material weaknesses.

(2) Evaluate the effectiveness of MC evaluations and actions taken to correct material weaknesses during the normal course of audits.

(3) Based on a review of internal and external audit reports, identify any weaknesses in MCs that merit reporting as material weaknesses.

(4) Review the EUSA annual statement and provide an assessment of its thoroughness and validity.

6. THE EUSA TWO-YEAR MCP POLICIES AND PROCEDURES.

a. All commanders and managers have an inherent responsibility to establish and maintain effective MCs, assess areas of risk, identify and correct weaknesses in those controls. The chain of command should encourage the prompt and full disclosure of material weaknesses and ensure commanders and managers are not penalized for reporting these weaknesses.

b. Key MCs are those controls that are absolutely essential to ensuring that critical processes operate as intended and that resources are safeguarded from fraud, waste and misuse. The cost of MCs must not exceed the benefit derived. At each operating level, the determination of the materiality of a weakness is a management judgment.

c. The AUMs will ensure MC evaluations will be conducted. The AUMs or subordinate elements may supplement the list and conduct additional MC evaluations or increase the frequency of the evaluations.

d. Managers are allowed to choose how these MC evaluations will be conducted. The method used must evaluate the key controls by testing them, and document the results of the evaluation and any corrective action taken. At a minimum, the supporting documentation must indicate who conducted the evaluation, the date of the evaluation, what methods used to test key MCs, what MC weaknesses (if any) were detected, and what corrective actions were taken.

e. Instructions for applying the MCP and description of the column elements are--

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(1) Column 1, TASK/SUBTASK. The 23 major tasks are listed in uppercase letters. Identified below each major task are the subtasks descriptions identified by Headquarters, Department of the Army (HQDA) proponents that require evaluations.

(2) Column 2, RELATED REGULATION. This number cites the governing Army Regulation (AR) or guidance document related to the subtask.

(3) Column 3, CHECKLIST SECTION. This section provides the status on what MC checklists are available to evaluate controls.

- **PUBLISHED IN.** Reflects the progress of HQDA functional proponents in reviewing the current inventory of checklists. The checklists may be revised, eliminated or replaced with an alternative evaluation method.

- **"AR".** Indicates checklists that have been or will be converted to the new format and published in the governing AR. It will cite either the complete/revised AR as "AR" or the permanent/interim change as "AR(C)".

- **DATE.** Cites the actual month and year of publication of the revised checklist.

(4) Column 4, ALTERNATIVE EVALUATION SECTION. This section provides alternative evaluation methods identified by the HQDA functional proponent, which may either be suggested ("S") or required ("R"). Where an alternative method is required, it must be the method used to evaluate the key MCs in that area. Unless HQDA functional proponent requires a specific alternative evaluation method, commanders and managers can decide how they will evaluate their MCs. They may use the most current checklist, the alternative method suggested by HQDA, or alternative methods of their own choosing. All locally developed alternative methods must be submitted to HQ EUSA, ATTN: EARM-M, Unit #15236, APO AP 96205-0009, for inclusion in this pamphlet. The alternative method must (1) evaluate the effectiveness of key MCs, (2) accomplish this by actually testing the key MCs, and (3) document what problems are found and what corrective action is taken.

- **DESCRIPTION.** Provides a brief description of the alternative method(s). Complete information of the method will be found in the referenced AR.

- **PUBLISHED IN.** The AR which discusses the alternative evaluation method(s).
 - **S/R.** Indicates whether an alternative evaluation method is suggested (S) or required (R). For any subtask where an alternative is required, there will not be any suggested methods nor checklists cited.
 - **DATE.** The date the functional proponent expects publication of the revised AR that identifies the key MCs and provides guidance on evaluation methods.
- (5) Column 5, FISCAL YEAR (FY) OF SCHEDULED USE.** The number(s) in the column indicate the fiscal year FY (s) in which the evaluation must be used.

Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to the Commander, EUSA, ATTN: EARM-M, Unit #15236, APO AP 96205-0009.

FOR THE COMMANDER:

OFFICIAL:
STANLEY E. GREEN
Colonel, GS
Chief of Staff

/Original Signed/

MYRNA C. PHIFER
Assistant Adjutant General

3 Appendixes

- A. Eighth United States Army 2-Year
Management Control Plan
Management Control Evaluations
- B. DA Form 11-2-R (Management Control
Evaluation Certification Statement)
- C. Corrected/Uncorrected Material Weakness
Format (RCS DD-COMP (AR)-1618)

Glossary

DISTRIBUTION:
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SPECIAL DISTRIBUTION:

250 - ACoS, RM

1 - Assistant Secretary Army (Financial Management
and Comptroller) ATTN: SAFM-FOI-M,
109 Army Pentagon, Washington, DC 20310-0109

3 - CFCA-AG

**EIGHTH UNITED STATES ARMY 2-YEAR MANAGEMENT CONTROL PLAN
MANAGEMENT CONTROL EVALUATIONS**

TASK SUBTASK	RELATED REGULATION	CHECKLIST PUBLISHED IN	DATE	ALTERNATIVE METHOD DESCRIPTION	PUBLISHED IN	S/R	PROJ DATE
ACQUISITION MANAGEMENT							
Major Systems-Milestone Decision Review	70-1			Milestone Review - Note 1			TBD
BASE SUPPORT SERVICES							
Chaplain Actvys-Nonappropriated Chaplains Funds Operation	165-1	AR		Note 2			Sep 97
Chaplain Actvys-Contracting for Chaplain Clergy Services	165-1	AR		Note 2			Sep 97
Morale, Welfare and Recreation (MWR) and NAF	215-1	AR		Note 17			TBD
Community and Morale Spt Actvys - NAF Contracting Mgmt	215-4	AR		Note 5			Dec 97
Community and Morale Spt Actvys - Community Service	608-1	AR		Note 5			Mar 98
Child Development Svcs	608-10			Note 3	AR(C) Dec 94	R	
Community and Morale Spt Actvys-Family Advocacy	608-18			Contracted Inspections	AR(C) Sep 96		
Personnel Support-Exceptional Family Member Program	608-75			Assessment Guide	AR(C) May 96		
Worship Programs	165-1			CIP Checklist EUSA Pam 1-201			Aug 97
Chaplain Training				CIP Checklist EUSA Pam 1-201			Aug 97
Chaplain Supervision	623-205			CIP Checklist EUSA Pam 1-201			Aug 97
CIVIL WORKS							
Regulatory Programs	33CFR320-330			CMR and Div Visit	Policy memo, Jun 95		
Emergency Management Actvys	ER11-1-320			Site Visits	ER May 95		
Program Development-Annual Program and Budget Requirements	EC11-2-161	EC	Mar 95				

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TASK SUBTASK	RELATED REGULATION	CHECKLIST PUBLISHED IN	DATE	ALTERNATIVE METHOD DESCRIPTION	PUBLISHED IN	S/R	PROJ DATE
Engineering and Design	ER1110-2-1150	ER	Mar 94				
Engineering and Design-Quality Management	ER1110-2-1150			Quality Mgt Rev Visits	ER Jun 93		
Engineer Operational Planning				CIP Checklist EUSA Pam 1-201			Aug 97
Fire Prevention/Fire Safety	420-90			CIP Checklist EUSA Pam 1-201			Aug 97
WGS084 DATUM Conversion				CIP Checklist EUSA Pam 1-201			Aug 97
Facilities Planning and Utilization	210-20			CIP Checklist EUSA Pam 1-201			Aug 97
Barracks Utilization	210-50			CIP Checklist EUSA Pam 1-201			Aug 97
Environment Compliance	200-1			CIP Checklist EUSA Pam 1-201			Aug 97
CIVIL-MILITARY OPERATIONS							
Civil Affairs Annex				CIP Checklist EUSA Pam 1-201			Aug 97
Area Assessment				CIP Checklist EUSA Pam 1-201			Aug 97
Wartime Host nation Resource Analysis				CIP Checklist EUSA Pam 1-201			Aug 97
COMBAT DEVELOPMENT							
Aviation Management	95-1	AR	Sep 97				
Management of Full-Time Support (FTS) Manpower Program	135-2	AR					
COMBAT FORCES OPERATIONS							
Army Capstone Program	11-30	AR	Jun 95				
Chemical Activities	50-6	AR	Jun 95				
CONSTRUCTION							
Construction Fiscal Mgmt	ER 515-1-16	ER	Dec 96				
Design and Construction Evaluation	ER 415-1-13	ER	Feb 96				

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MANAGEMENT CONTROL EVALUATIONS**

TASK	RELATED	CHECKLIST	ALTERNATIVE METHOD	PROJ
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SUBTASK	REGULATION	PUBLISHED IN	DATE	DESCRIPTION	PUBLISHED IN	S/R	DATE
Construction Programming-NAF Construction, Proj Dev & App	415-19	AR					Jan 98
Engineering and Design Quality Management	ER 1110-1-12			Program Reviews	ER		Jan 98
Engineer Operational Planning				CIP Checklist EUSA Pam 1-201			Aug 97
FACILITIES SUPPORT							
Mgmt and Engineering - Environment Protection & Enhancement	200-1			ISR Part II	AR Feb 97	R	
Mgmt and Engineering - Environmental Effects of Army Actions	200-2	AR					Dec 97
Mgmt HQ Actvys - Facilities Engineering, General	420-10	AR	Apr 97				
Maintenance and Repair of Buildings & Structures	420-70	AR					Nov 97
Fire and Emergency Services	420-90			Annual Operational Readiness Inspections			Oct 97
Utilities Services	420-49	AR	Apr 97				
FINANCIAL MANAGEMENT							
Management Controls	11-2	AR	Aug 94				
Commercial Accounts Actvys	DFAS in 37-1	DFAS in 37-1	Sep 95				
Manpower Management	570-40			CIP Checklist EUSA Pam 1-201			Aug 97
General Accounting Actvys	DFAS in 37-1	DFAS in 37-1	Sep 95				
Accounting Actvys, Prisoner Fund	DFAS in 37-1	DFAS in 37-1	Sep 95				
Budget Execution	37-49	DFAS in 37-1		Note 6			TBD
Disbursing Activities	DFAS in 37-1	DEFAS in 37-1	Sep 95				

EIGHTH UNITED STATES ARMY 2-YEAR MANAGEMENT CONTROL PLAN MANAGEMENT CONTROL EVALUATIONS

TASK SUBTASK	RELATED REGULATION	CHECKLIST PUBLISHED IN	DATE	ALTERNATIVE METHOD DESCRIPTION	PUBLISHED IN	S/R	DATE
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Accounting Actvys, Contingency Fund	37-47	AR	May 96		
Special Mission Funds ©	37-64	AR	Jan 97		
Army Travel Card Program (AMEX)	DA Letter 37-97-1		Aug 97	Note 8	
Purchase Card Program		APC Inst Manual	May 97		
Travel Pay Activities	DFAS in 37-1	DFAS in 37-1	Sep 95		
Banking Service- Overseas	210-135	AR		Note 7	TBD
HEALTH CARE					
Army Aviation Medicine Program	40-3				Jun 98
Army Blood Program	40-3				Jun 98
Army Medical Laboratory Mgmt	40-3				Jun 98
Army Medical Libraries and Information Centers	40-3				Jun 98
Army Organ Transplant and Org/Tissue Donation Program	40-3				Jun 98
Medical Laboratory Management	40-3				Jun 98
Veterinary-Dairy Products	40-70	AR	Jul 95		
Veterinary-Food Inspection	40-657	AR	Nov 94		
Veterinary Health Services	40-905	AR	Oct 94		
Pharmacy Management	40-3				Jun 98
Care from Civilian Sources Army Personnel	40-400				Jun 98
Medical Affirmative Claims (MAC) Program	40-400				Jun 98

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TASK SUBTASK	RELATED REGULATION	CHECKLIST PUBLISHED IN	DATE	ALTERNATIVE METHOD DESCRIPTION	PUBLISHED IN	S/R	DATE
Medical Services Account (MSA)	40-400						Jun 98

Patient Eligibility for Care in Army Treatment Facilities	40-400							Jun 98
Third Party Collection Program	40-400							Jun 98
Medical Records Administration & Health Care Doc Program	40-66	AR						Jan 98
Use of Laboratory Animals in DOD Programs	70-18				Semi Annual Insp, DODD 3216.1	Apr 95		
HOUSING								
Family Housing Management	210-50	AR		Sep 97				
Community Home Finding Relocation & Referral Services	210-50	AR		Sep 97				
Housing Furnishings Management	210-50	AR		Sep 97				
Housing Support Documentation	210-50	AR		Sep 97				
Unaccompanied Personnel Housing	210-50	AR		Sep 97				
INFORMATION MANAGEMENT								
Army Info Resource Mgmt Program	25-1	AR		Mar 97				
INSPECTIONS AND AUDITS								
Inspections	20-1	AR			Note 9			Sep 98
INTELLIGENCE ACTIVITIES								
Information Systems Security	380-19	AR			Note 16			Nov 97
Control of Compromising Emanations (TEMPEST)	380-19-1	AR						Dec 97
Safeguarding of Controlling Communications COMSEC Material	380-40	AR		Sep 94				

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TASK SUBTASK	RELATED REGULATION	CHECKLIST PUBLISHED IN	DATE	ALTERNATIVE METHOD DESCRIPTION	PUBLISHED IN	S/R	DATE
Intelligence Production and Dissemination Support	381-19	AR					Dec 97
ICF Management and Audit	381-141			Annual Inspection			Dec 97

Information Security	380-5	AR		Dec 97
Telecommunications Security (TELECOMSEC)	380-19		CIP Checklist EUSA Pam 1-201	Aug 97
Network Security	380-19		CIP Checklist EUSA Pam 1-201	Aug 97
Communications Security Monitoring	380-19		CIP Checklist EUSA Pam 1-201	Aug 97
Personnel Security	380-67		CIP Checklist EUSA Pam 1-201	Aug 97
Intelligence Oversight			CIP Checklist EUSA Pam 1-201	Aug 97
Secure Telephone Unit Third Generation (STU III)	DA Pam 25-16		CIP Checklist EUSA Pam 1-201	Aug 97
LEGAL SERVICES				
Other Legal Services-Army Law Library	27-1	AR	Oct 96	
Claims Services	27-20	AR	Oct 96	
MAINTENANCE ACTIVITIES				
Integrated Logistics Support	700-127	AR		Mar 98
Loan and Lease of Army Material	700-131	AR	May 95	
Equipment Readiness	700-138	AR		Oct 97
Shop Supply (Maintenance Operations)	710-2		Command Supply Discipline Program Note 14	Sep 98
Army Oil Analysis Program	750-1	AR	Jul 96	
Equipment Maintenance	750-1	AR	Jul 96	
Maintenance Expenditure Limits	750-1	AR	Jul 96	

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TASK SUBTASK	RELATED REGULATION	CHECKLIST PUBLISHED IN	DATE	ALTERNATIVE METHOD DESCRIPTION	PUBLISHED IN	S/R	DATE
Operational Readiness Floats	750-1	AR	Jul 96				
Specialized Repair Activities Depot Production Control	750-1	AR	Jul 96				
Wholesale Maintenance Policy	750-2	AR					Feb 98

MANAGEMENT AND COMMAND ACTIVITIES

Defense Regional Interservice Support (DRIS)	5-9	AR	May 97	Local checklist	
Special Access Programs ©	380-381	AR			Dec 97
Safety-Program Management	385-10	AR		Army Safety Program Evaluation	Sep 98
Range Safety	385-63	AR		Army Safety Program Evaluation	Sep 98
Safety-Management of Explosives Safety Program	385-64	AR		Army Safety Program Evaluation	Sep 98
Command Newsletter or Newspaper	360-81			CIP Checklist EUSA Pam 1-201	Aug 97
Publications other than Newspapers	360-81			CIP Checklist EUSA Pam 1-201	Aug 97
Electronic Media	380-81			CIP Checklist EUSA Pam 1-201	Aug 97
Public Affairs Planning				CIP Checklist EUSA Pam 1-201	Aug 97
Commander's Call	360-81			CIP Checklist EUSA Pam 1-201	Aug 97
Audience Research	360-81			CIP Checklist EUSA Pam 1-201	Aug 97
Command Information Assistance Visits	360-81			CIP Checklist EUSA Pam 1-201	Aug 97
PERSONNEL ACTIVITIES					
Soldier Programs-Senior ROTC Program	145-1	AR		Note 5	Sep 98
Monitoring -Active Duty Service Obligations	350-100	AR	Apr 94		

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TASK SUBTASK	RELATED REGULATION	CHECKLIST PUBLISHED IN	DATE	ALTERNATIVE METHOD DESCRIPTION	PUBLISHED IN	S/R	DATE
Soldier Programs-Aviation Svc	600-105	AR		Note 5			TBD
Soldier Programs-Entitlement to Flight Pay	600-106	AR		Note 5			TBD
Personnel Information-Indebtedness Remission	600-4	AR					Sep 98
Leaves and Passes	600-8-10	AR		Note 5			Sep 98

Line of Duty Determinations	600-8-4	AR		Note 5	Sep 98
Personnel Accounting & Strength Reporting-Strength Reporting	600-8-6	AR		Note 5	Sep 98
Survivor Benefit Plan	600-8-7			PERMAS Retirement Svcs Cklist Note 10	TBD
Military Personnel Functions-Vocational Testing	601-222	AR	Oct 94		
Military Personnel Functions-Army Personnel Testing Program	611-5	AR		Note 4	TBD
Military Personnel Functions-Temporary Duty (TDY) Travel Orders	600-8-104			Local Checklist	
Soldier Programs-Linguist Pgrm	611-6	AR	Mar 96		
Military Personnel Functions-Marine/Combat Diver	611-75	AR		Note 5	TBD
Special Duty Pay	614-200	AR			Dec 97
Education Incentives and Entitlements-Army Cont Ed Svcs	621-202	AR	Jan 95		
Education Incentives and Entitlements-Reception Stations	621-202	AR	Jan 95		
Education Incentives and Entitlements - PERSCOM	621-202	AR	Jan 95		

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TASK SUBTASK	RELATED REGULATION	CHECKLIST PUBLISHED IN	DATE	ALTERNATIVE METHOD DESCRIPTION	PUBLISHED IN	S/R	DATE
Education Incentives and Entitlements - USAREC	621-202	AR	Jan 95				
Transition Processing-Administrative & Transition	635-5	AR	Note 5				Sep 98
Transition Processing-Physical Disability Processing	635-40	AR					Aug 98
Deceased Personnel: Case & Disp of Remains & Pers Effects	638-2	AR	Mar 96				

Living Quarters Allowance		OCPD Letter	Feb 95		
Living Quarters Allowance		OCPD Letter	Feb 95		
Employee Benefits - Unemployment Compensation Program	690-800-810	AR		Note 11	TBD
Employee Benefit - Management of Civilian Injury/Illness Program	690-800-850	AR		Note 11	TBD
Equal Opportunity Program	600-20			CIP Checklist EUSA Pam 1-201	Aug 97
Alcohol and Drug Abuse Prevention and Control Program	600-85			CIP Checklist EUSA Pam 1-201	Aug 97
Evaluation Reporting System (OERs and NCOERs)	623-105			CIP Checklist EUSA Pam 1-201	Aug 97
Strength Management/Reassignment Processing	600-8-11			CIP Checklist EUSA Pam 1-201	Aug 97
Awards Recognition Program	672-5-1			CIP Checklist EUSA Pam 1-201	Aug 97
SIDPERS/TACCS Operations	600-8-1			CIP Checklist EUSA Pam 1-201	Aug 97
Advancements (PV2 thru CPL/SPC)	600-8-19			CIP Checklist EUSA Pam 1-201	Aug 97
Promotions (SGT thru SSG)	600-8-19			CIP Checklist EUSA Pam 1-201	Aug 97

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TASK SUBTASK	RELATED REGULATION	CHECKLIST PUBLISHED IN	DATE	ALTERNATIVE METHOD DESCRIPTION	PUBLISHED IN	S/R	DATE
Suspension of Favorable Personnel Actions	600-8-1			CIP Checklist EUSA Pam 1-201			Aug 97
Absent Without Leave (AWOL) Dropped From Rolls the DFR Processing	630-10			CIP Checklist EUSA Pam 1-201			Aug 97
Weight Control Program	600-8			CIP Checklist EUSA Pam 1-201			Aug 97
Labor Relations	690-700			CIP Checklist EUSA Pam 1-201			Aug 97
Employee Relations				CIP Checklist EUSA Pam 1-201			Aug 97
Organization Management and							

Classification			CIP Checklist EUSA Pam 1-201	Aug 97
U.S. Recruitment and Benefits	690-335		CIP Checklist EUSA Pam 1-201	Aug 97
Korean National Recruitment and Benefits			CIP Checklist EUSA Pam 1-201	Aug 97
Civilian Personnel Management Training			CIP Checklist EUSA Pam 1-201	Aug 97
REAL ESTATE				
Real Property Acquisition-Leasing	405-10-2	AR		Jan 98
Outgranting	405-80	AR		Nov 97
Disposal	405-90	AR		Dec 97
Homeowners Assistance	405-16	AR	Note 12	TBD
Real Estate Actions			CIP Checklist EUSA Pam 1-201	Aug 97
SECURITY ACTIVITIES				
Physical Security Inspection Program	190-13		Physical Security Survey & Insp Prgm Note 13	TBD
Correction of Military Offenders	190-47		Biennial Technical Inspection AR Aug 96	
Security and Accountability of Arms, Ammunition, and Explosives (AA&E)	190-11		CIP Checklist EUSA Pam 1-201	Aug 97

EIGHTH UNITED STATES ARMY 2-YEAR MANAGEMENT CONTROL PLAN MANAGEMENT CONTROL EVALUATIONS

TASK SUBTASK	RELATED REGULATION	CHECKLIS PUBLISHED IN	DATE	ALTERNATIVE METHOD DESCRIPTION PUBLISHED IN	S/R	DATE
Training	190-11			CIP Checklist EUSA Pam 1-201		Aug 97
Intrusion Detection Systems (IDS)	190-11			CIP Checklist EUSA Pam 1-201		Aug 97
Security of Unclassified Army Property (Sensitive and Nonsensitive)				CIP Checklist EUSA Pam 1-201		Aug 97
Key Control	190-51			CIP Checklist EUSA Pam 1-201		Aug 97
References				CIP Checklist EUSA Pam 1-201		Aug 97
SUPPLY ACTIVITIES						
Army Warranty Program	700-139	AR				Oct 97
Hazardous Material Info System	700-141	AR	Jul 97			

Retail Supply Ops- Materiel Release Fielding & Transfer	700-142	AR	May 95		
Logistics Mgmt Data (Wholesale)	708-1	AR	Jul 94		
Inventory Control (Wholesale)	710-1	AR		Note 15	Dec 97
Retail Supply Operations- Property Book	710-2	AR		Command Supply Discipline Program Note 14	Sep 98
Operation of Storage Facilities	710-2	AR		Command Supply Discipline Program Note 14	Sep 98
Ammunition Accountability	710-2	AR		Command Supply Discipline Program Note 14	Sep 98
Coal and Petroleum Products	710-2	AR		Command Supply Discipline Program Note 14	Sep 98
Retail Supply Operations- Supply Management	710-2	AR		Command Supply Discipline Program Note 14	Sep 98
Retail Supply Operations- Prescribed Load List	710-2	AR		Command Supply Discipline Program Note 14	Sep 98
Maintenance Management	750-1			CIP Checklist EUSA Pam 1-201	Aug 97
Test Measurement and Diagnostic Equipment (TMDE)	750-43			CIP Checklist EUSA Pam 1-201	Aug 97

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TASK SUBTASK	RELATED REGULATION	CHECKLIS PUBLISHED IN	DATE	ALTERNATIVE METHOD DESCRIPTION	PUBLISHED IN	S/R	DATE
Food Service	30-1			CIP Checklist EUSA Pam 1-201			Aug 97
Petroleum Supply				CIP Checklist EUSA Pam 1-201			Aug 97
Evaluations, Inspections and Inventories	710-2			CIP Checklist EUSA Pam 1-201			Aug 97
SAFETY OPERATIONS							
Command Support and Involvement	385-10			CIP Checklist EUSA Pam 1-201			Aug 97
Safety Management/Organizational Structure/Training	385-10			CIP Checklist EUSA Pam 1-201			Aug 97
Accident Prevent Program Plan	385-10			CIP Checklist EUSA Pam 1-201			Aug 97
Accident Reporting and Investigation	385-40			CIP Checklist EUSA Pam 1-201			Aug 97
Explosive and Range Safety	385-10			CIP Checklist EUSA Pam 1-201			Aug 97

Driver Training			CIP Checklist EUSA Pam 1-201	Aug 97
Battery Management			CIP Checklist EUSA Pam 1-201	Aug 97
TRAINING AND EDUCATION				
Army Exercise	350-28	AR		Oct 97
Training Management	350-41		CIP Checklist EUSA Pam 1-201	Aug 97
Collective Training			CIP Checklist EUSA Pam 1-201	Aug 97
Mandatory Military Training			CIP Checklist EUSA Pam 1-201	Aug 97
Standard Army Training System	360-41		CIP Checklist EUSA Pam 1-201	Aug 97
Korean Augmentation to the US Army (DATUSA) Training Management			CIP Checklist EUSA Pam 1-201	Aug 97
Ammunition Management			CIP Checklist EUSA Pam 1-201	Aug 97
Training Publications			CIP Checklist EUSA Pam 1-201	Aug 97
Operations Plans (OPLAN) Review			CIP Checklist EUSA Pam 1-201	Aug 97

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TASK SUBTASK	RELATED REGULATION	CHECKLIST PUBLISHED IN	DATE	ALTERNATIVE METHOD DESCRIPTION	PUBLISHED IN	S/R	DATE
Nuclear, Biological, and Chemical	350-41			CIP Checklist EUSA Pam 1-201			Aug 97
Combating Terrorism (CBT/T)	350-41			CIP Checklist EUSA Pam 1-201			Aug 97
Bomb Reaction Exercise	525-13			CIP Checklist EUSA Pam 1-201			Aug 97

NOTES:

- Interim guidance provided to field by memorandum SARD-DEP, 4 Aug 95, Subject Key Controls for Major and Non-major Systems.
- Interim guidance provided to field through Chaplain channels.
- At least four unannounced inspections are conducted each FY, at least one of which is conducted by higher headquarters.
These Inspections will serve as management control evaluations.
- Interim guidance provided to field by message, CDR PERSCOM ALEX VA/TAPC-PDE//051000Z Sep 97, Subject: Checklist for 611.5.
- Interim guidance will be published to field by memorandum or message within 30 days of 1 Oct 97.
- Interim guidance provided to field by memorandum, SAFM-BUC, Subject: Revised Budget Execution Checklist (Internal Controls), 19 Jul 96.
- Interim guidance provided to field by message CDRUSAFINCON INDIANAPOLIS IN/SFFM-FC-OD//031357Z Jul 97, Subject: AR 210-135 Management Control E
- Interim guidance provided to field by e-mail message to APCs at MACOM and HQDA Staff agencies, 20 Aug 97, Subject HQDA Letter 37-97-1, Government Travel C
- Interim Guidance provided to field by memorandum SAIG-OP, Subject: Management Control Checklist for Inspector General Functions, 13 Jun 96.
- PERMAS Retirement Services Checklist will be used to evaluate key management controls.
- Interim guidance provided to field by memorandum, SAMR, 13 Nov 96, Subject: Management Controls.

12. Interim guidance provided to field by memorandum, CERE-RP, Subject: Homeowners Assistance program (HAP) Internal Control Review Checklist, 4 Apr 95.
13. Interim guidance provided to field by message HQDA//DAMO-ODL//, 152159ZDEC95, Subject: The Army Physical Security Program Management Control Evaluation Checklist.
14. Interim guidance provided to field by memorandum, LOIA-LM, 30 Sep 96, Subject: Revised Internal Control List.
15. Interim guidance provided to field by memorandum DALO-SMP, 4 Oct 95, Subject: Management Control Checklists of ARs 710-1.
16. Interim guidance provided to MACOM and HQDA MCAs by e-mail, 15 Nov 96, Subject: Army Management Control Process Information Exchange Package 97-1.
17. Interim guidance provided to field by memorandum CFSC-SP, 24 Jan 97, Subject: Management Control Evaluation Checklist - AR 251-1.

APPENDIX C

CORRECTED/UNCORRECTED MATERIAL WEAKNESS FORMAT (RCS DD-COMP (AR)-1618)
WITH INSTRUCTIONS FOR COMPLETION

Local ID#. Your organization's
identification # for the MW_____

Title and Description of Material Weakness: The title should be short. The description should permit a full understanding of the problem, its cause and impact by a member of Congress or the general public. (If a material weakness was previously reported as corrected and must be reopened, it should not be reported as a new weakness. The material weakness should retain it's earlier title and identification number with a parenthetical notation in the description that it was previously reported as closed in the FY XX annual assurance statement.)

Functional Category: Cite one of the task listed in your MCP.

Pace of Corrective Action:

Year Identified: The FY the weakness was first reported in your assurance statement.

Original Targeted Correction Date: The FY that correction was targeted for when the weakness was first reported.

Targeted Correction Date in Last Year's Report: The FY that correction was targeted for in last year's report. If this is a new weakness, enter "N/A".

Current Target Date: The FY that correction is now targeted for. If this is a new weakness, enter "N/A".

Reason for Change in Date(s): If the "Current Target Date" is later than the "Targeted Correction Date in Last Year's Report", explain what caused this change. If these two items are the same date or "N/A", enter "N/A".

Component/Appropriation/Account Number: Component is "Army". Identify the appropriation(s) and account number(s) associated with this correction (Example: Army/Other Procurement, Army/Acct #).

Validation Process: Indicate the method to be used to validate the effectiveness of the corrective actions and the date that will take place. Indicate if the United States Army audit Agency (USAAA) or DA Inspector General have a role in this validation. Material weakness is closed when this process is completed.

Results Indicators: Describe the beneficial results that have been or will be achieved for the Army by the corrective actions, using quantitative and/or qualitative measures.

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Source(s) Identifying Weakness: List all sources, to include: management control evaluations; GAO, DODIG, USAAA or DA Inspector General findings (cite the title, number and date of the audit/inspection report); local inspector general or internal review findings; or other management evaluations.

Major Milestones in Corrective Action: Indicate the major milestones (primary corrective actions) required to correct the weakness. Milestones should be directly related to correction of the weakness and should be stated in the present tense.

The DOD policy requires that validation occur before material weaknesses are reported as closed and that each material weakness include a validation milestone as the last corrective action.

Milestones may be added or deleted for previously reported material weaknesses, but an audit trail must be provided. When adding a milestone, enter "(added)" under the new milestone's date. When deleting a milestone, enter "(deleted)" under the date and provide a short explanation of why it was deleted at the end of the milestone description.

A. Completed Milestones:

Date:

Milestone:

B. Planned Milestones: (Fiscal Year 1998):

Date:

Milestone:

C. Planned Milestones: (Beyond Fiscal Year 1998):

Date:

Milestone:

Point of Contact: The name, office symbol, and telephone number of the individual who is most knowledgeable about and can respond to specific inquiries about the material weakness.

GLOSSARY**Section I. ABBREVIATIONS**

ACofS	Assistant Chief of Staff
AR	Army Regulation
AUM	Assessable Unit Manager
EUSA	Eighth United States Army
FY	fiscal year
HQDA	Headquarters, Department of the Army
IAW	in accordance with
IG	Inspector General
MC(s)	management control(s)
MCA	Management Control Administrator
MCC	Management Control Coordinator
MCP	Management Control Plan
MSC	Major Subordinate Command
RM	Resource Management
USAAA	United States Army Audit Agency

Section II. TERMS

Alternative management control evaluation. Any existing management review process that meets the basic requirements of a MC evaluation; i.e., it assesses the key MC, it evaluates these controls by testing them, and it provides the required documentation. These existing management review processes may be unique to a specific functional area (e.g., Command Supply Discipline Program) or they may be generic (e.g., the Command Inspection Program or audits by the Internal Review auditors).

Annual Statement of Assurance. An annual report that provides a broad assessment of MCs within the command or agency that identifies any material weaknesses in these MCs.

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Assessable unit (AU). Reporting organizations (MACOMs) are segmented into assessable units and/or individuals designated by the organization's senior responsible officials. The managers (AUMs) of these organizations are responsible for conducting MC evaluations in accordance with the MCP.

Assessable Unit Manager (AUM). The military or civilian head of an assessable unit, staff, division or organizational element. The AUMs must be at least a colonel or GM-15, with the exception of Army garrisons, where an assessable unit may be headed by the senior functional manager. Exceptions must be approved by HQDA. The AUM certifies the results of required management control evaluations.

Comptroller General Standards. The twelve standards issued by the Comptroller General to be applied by all managers in the Federal government in developing, establishing and maintaining MCs.

Feeder Statement. An annual report that provides an assessment of MCs within your organization and that identifies any material weaknesses in these MCs.

Functional Area Manager. Manager/supervisor who evaluates and identify MC weaknesses within an organization.

Key management controls. Essential MCs which must be implemented and sustained in daily operations to ensure organizational effectiveness and compliance with legal requirements. Key MCs are identified by HQDA functional proponents in their governing ARs and establish the baseline requirement for management control evaluations conducted by AUMs.

Management controls (MCs). The rules, procedures, techniques and devices employed by managers to ensure that what should occur in their daily operations does occur on a continuing basis. Included are the organizational structure itself (designating specific responsibilities and accountability), formally defined procedures (e.g., required certifications and reconciliations), checks and balances (e.g., separation of duties), recurring reports and management reviews, supervisory monitoring, physical devices (e.g., locks and fences), and measures used by managers to provide reasonable assurance that their subordinates are performing as intended.

Management Control Administrator (MCA). The individual designated by the senior responsible official to administer the MC process for a reporting organization. MCCs designated at lower levels would have similar duties. The administrator is the lynch-pin that holds the process together and the channel for the flow of MC guidance and information to commanders and managers throughout the command.

Management control evaluation. A periodic, detailed assessment of key management controls to determine whether they are operating as intended. This assessment must be based on the actual testing of key management controls and must be supported by documentation (i.e., who conducted the evaluation and date, the methods used to test the controls, any deficiencies detected and the corrective action taken).

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Management Control Coordinator (MCC). The individual designated by the staff principles, MSCs or subordinate levels to administer the MC process with their respective command or staff element.

Management control evaluation. A periodic, detailed assessment of key MCs to determine whether they are operating as intended. This assessment must be based on the actual testing of key MCs and must be supported by documentation (i.e., who conducted the evaluation and date, the method used to test the controls, any deficiencies detected and the corrective action taken).

Management control evaluation checklist. One method for conducting a MC evaluation. The HQDA functional proponent may develop a standard checklist that addresses the key MC and publish it in the governing AR. The checklist provides managers a tool to evaluate the effectiveness of these key MCs.

Management Control Evaluation Certification Statement. A statement that certify that a required MC evaluation has been conducted. This statement will be documented on DA Form 11-2-R.

Management control plan (MCP). The written plan that describes how required management control evaluations will be conducted. Included are the key MCs identified by HQDA functional proponents, what areas are to be evaluated, and when to conduct the evaluation.

Management control weakness. The absence or ineffectiveness of MCs (e.g., MCs are not in place, or are in place but are not being used, or are in place and being used but are not effective).

Material Weakness. A MC weakness that warrants reporting to the next level of command, either for their action or for their awareness.

Performance agreement. Refers to the DA Form 67-8-1 (Officer Evaluation Report Support Form), for military officers and the DA Form 7222-1 (Senior System Civilian Evaluation Report Support Form), for "Senior System" civilian employees. (For non-appropriated fund personnel, guidance on performance agreements and standards is provided in AR 215-3).

Reasonable assurance. An acceptable degree of confidence in the general adequacy of MC to deter or detect material failures in complying with the Integrity Act objectives. The

determination of reasonable assurance is a management judgment based on the effectiveness of MCs and the extent of MC deficiencies and material weaknesses.

Reporting organization. The organizations that submit annual statements directly to the Secretary of the Army.

Risk. The probable or potential adverse effects from inadequate MCs that may result in the loss of Government resources through fraud, error or mismanagement.

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Senior management council. A committee or board of senior functional officials convened to advise the head of an organization on MC matters, to include the identification of MC weaknesses that merit reporting as material weaknesses.

Senior responsible official. The senior official, designated by the head of the reporting organization, with overall responsibility for ensuring the implementation of the MC process within the organization.

Test question. A question in a MC evaluation checklist designed to help an AUM determine whether a key MC is in place and operating as intended.

Glossary-4